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Review of the United Nations Office to the African Union

Report of the Secretary-General

Summary

The present report is submitted pursuant to General Assembly resolution 70/287 wherein the Assembly requested the Secretary-General to undertake a comprehensive review of the United Nations Office to the African Union and to submit his proposals for consideration by the General Assembly no later than during the main part of its seventy-first session.

The present report sets out the proposals of the Secretary-General, based upon several reviews of the United Nations Office to the African Union undertaken by the Secretariat. The proposals comprise a restructuring of the Office and the strengthening and reorganization of the existing staff complement to meet the immediate demands on the United Nations Office with respect to the African Union and those that have evolved since its creation in 2010. The proposals will better integrate the political affairs and the institutional and operational partnership pillars of the Office, thereby enhancing the partnership between the United Nations and the African Union.

The recommended actions for the General Assembly are set out in section VII of the present report. They include the proposed establishment of three posts (2 D-1 and 1 National Professional Officer), the abolishment of five posts (2 Field Service and 3 national General Service) and the redeployment and reassignment of a total of 19 existing posts, effective 1 January 2017.

The proposals do not give rise to net additional resource requirements under the approved budget of the support account for peacekeeping operations for the 2016/17 period or the approved programme budget for the biennium 2016-2017.

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Contents

		Page
	Key legislative documents	3
I.	Introduction	4
II.	Evolution of the United Nations-African Union Partnership on issues of peace and security	5
	A. Growing role of the United Nations Office to the African Union	5
	B. Coordination with the Secretariat in reinforcing the partnership	7
III.	Findings of the joint assessments and reviews	8
	A. Strengthening political partnership	10
	B. Enhancing operational partnership	12
IV.	Restructuring of the United Nations Office to the African Union	14
	A. Current structure and staffing of the Office	14
	B Proposed structure of the Office	17
V.	Relationship of the current proposal to the biennial programme plan and the results-based-budgeting framework for the support account for peacekeeping operations	20
VI.	Administrative and budgetary implications of the proposed restructuring	20
	A. Human resources requirements	20
	B. Financial implications	33
VII.	Actions to be taken by the General Assembly	34
Annexes		
I.	Approved staffing of the United Nations Office to the African Union for the period from 1 July 2016 to 30 June 2017	35
II.	Proposed staffing of the United Nations Office to the African Union for the period from 1 January to 30 June 2017	36
III.	Detailed organization chart of proposed staffing by section/office of the United Nations Office to the African Union for the period from 1 January to 30 June 2017	37

Key legislative documents

Document symbol	*Date*	*Title*
A/61/630	12 December 2006	Letter dated 11 December 2006 from the Secretary-General addressed to the President of the General Assembly
A/RES/64/288	31 August 2010	Resolution adopted by the General Assembly on 24 June 2010 on financing of the Office to the African Union
S/RES/2033 (2012)	12 January 2012	Security Council resolution 2033 (2012)
A/RES/67/302	16 September 2013	Resolution adopted by the General Assembly on 16 September 2013 on cooperation between the United Nations and the African Union
S/RES/2167 (2014)	28 July 2014	Security Council resolution 2167 (2014)
S/2015/3	5 January 2015	Letter dated 2 January 2015 from the Secretary-General addressed to the President of the Security Council
S/2015/229	1 April 2015	Report of the Secretary-General on partnering for peace: moving towards partnership peacekeeping
A/70/95-S/2015/446	17 June 2015	Identical letters dated 17 June 2015 from the Secretary-General addressed to the President of the General Assembly and the President of the Security Council
A/70/328	19 August 2015	Report of the Secretary-General on cooperation between the United Nations and regional and subregional organizations on mediation
A/70/357-S/2015/682	2 September 2015	Report of the Secretary-General on the future of United Nations peace operations: implementation of the recommendations of the High-level Independent Panel on Peace Operations
A/RES/70/287	8 July 2016	Resolution adopted by the General Assembly on 17 June 2016 on the support account for peacekeeping operations
S/2016/780	13 September 2016	Report of the Secretary-General on strengthening the partnership between the United Nations and the African Union on issues of peace and security in Africa, including the work of the United Nations Office to the African Union
A/71/410-S/2016/809	28 September 2016	Identical letters dated 22 September 2016 from the Secretary-General addressed to the President of the General Assembly and the President of the Security Council

I. Introduction

1. The present report is submitted pursuant to General Assembly resolution 70/287, in which the Assembly requested the Secretary-General to undertake a comprehensive review of the United Nations Office to the African Union (UNOAU) and to submit proposals for consideration by the Assembly no later than during the main part of its seventy-first session. UNOAU and its evolving role and relations with the African Union have been the subject of several reviews since 2013. The proposals contained herein draw on the findings of the aforementioned reviews by the Secretariat, including the recommendations to redefine strategic priorities to strengthen political cooperation and enhance institutional and operational partnership with the African Union.

2. In the report the Secretary-General puts forward his proposals to equip UNOAU with an organizational structure and a staffing establishment to meet the evolved demands placed on the United Nations-African Union partnership which better integrate the political, operational and support functions of the Office. A joint strategic review that was deployed to UNOAU in 2013 recommended that both the management and the political components of the Office be strengthened to more effectively engage with the African Union on conflict prevention, peacekeeping and peacemaking issues. In line with the recommendations of the joint strategic review, a civilian staffing review was deployed to UNOAU in 2015 which recommended restructuring of the Office.

3. The present report also reflects more recent developments in Africa which are contained in the report of the Secretary-General on strengthening the partnership between the United Nations and the African Union on issues of peace and security in Africa, including the work of the United Nations Office to the African Union (S/2016/780). At the time of writing, the report of the Secretary-General is under consideration by the Security Council. Depending on the decision of the Council on his report, the Secretary-General may seek to realign the current proposals, which would be presented to the General Assembly in due course for its consideration and approval.

4. In summary, the proposed restructuring entails the establishment of 3 additional posts (2 D-1 and 1 National Professional Officer), the abolishment of 5 posts (2 Field Service and 3 national General Service), as well as the redeployment of 4 posts and the reassignment of 15 posts.

5. The proposed changes would result in the net reduction of two posts under the support account for peacekeeping operations for the 2016/17 period. As regards the programme budget for the biennium 2016-2017, the Secretary-General proposes that the approved D-2 post of Chief of Staff be reassigned as the Deputy Head of Office. This responds to the substantial expansion of the deputizing role and the need for these responsibilities to be served in a dedicated capacity. The proposed Deputy Head of Office will be better positioned to support the Special Representative of the Secretary-General to the African Union in a deeper political engagement with the African Union and other stakeholders. The Deputy Head of Office will also oversee the two main pillars: political affairs and institutional and operational partnership, as per the revised organizational structure.

II. Evolution of the United Nations-African Union Partnership on issues of peace and security

6. UNOAU was established in 2010 to streamline the Secretariat's presences in Addis Ababa working on peace and security matters with a view to enhancing the partnership with the African Union in the area of peace and security and providing coordinated and consistent United Nations support to the African Union on both long-term institutional capacity-building and short-term operational support matters. Since reaching full operating capacity in 2011, the Office performed multiple functions, including technical support to the planning and management of current African Union peace support operations and other missions (including joint United Nations-African Union assessment missions); supporting the African Union and the regional economic communities/regional mechanisms in the development and the operationalization of the African Standby Force; and developing institutional policies and practices, including within the framework of the Ten-Year Capacity-Building Programme for the African Union, while continuing to undertake political outreach and liaison activities in relation to the African Union.

7. UNOAU has continued to redefine and adjust its priorities since 2010 in response to the evolving needs of the partnership with the African Union, as well as the new demands on its mandate placed by a number of General Assembly and Security Council resolutions. The Council, in its resolutions 2033 (2012) and 2167 (2014), called upon the United Nations to strengthen the cooperation between the United Nations and the African Union, including in the areas of mediation, capacity-building and, in particular, in operationalizing the African Peace and Security Architecture, which was addressed in the report of the Secretary-General on strengthening the partnership between the United Nations and the African Union on issues of peace and security in Africa, including the work of the United Nations Office to the African Union (S/2016/780) currently under consideration by the Security Council.

8. Cooperation between the Security Council and the Peace and Security Council of the African Union has strengthened during the past decade. Special representatives and envoys of the Secretary-General, including his Special Representative to the African Union, Haile Menkerios, regularly addressed the Peace and Security Council on issues on the agendas of both bodies. In 2015 alone, the United Nations provided 40 such briefings and participated in a further 30 open sessions. Similarly, commissioners and envoys of the African Union have briefed the Security Council and its subsidiary bodies on a range of issues, and the two bodies have increasingly exchanged views and engaged in discussions, including on the occasion of the tenth annual Joint Consultative Meeting of the two bodies, held in May 2016, when Somalia and Burundi were on the agenda.

A. Growing role of the United Nations Office to the African Union

9. As reflected in the report of the Secretary-General, the establishment of UNOAU in 2010 was a step forward in advancing collaboration between the United Nations and the African Union. During the initial years, the Office supported capacity-building within the African Union Commission to plan and manage the

deployment of peace support operations to the Sudan, Somalia and, subsequently, the Central African Republic and Mali where UNOAU was the interface between the African Union and the United Nations; the planning and deployment of African Union peace support operations were typically coordinated with the United Nations through UNOAU, with some operations later being transitioned into United Nations peacekeeping operations. UNOAU provided technical support to enhance the African Union's capacity to deploy election observation missions and promote gender awareness. UNOAU also supported the engagement of the special representatives, envoys and mediators of the Secretary-General with their African Union counterparts, including at African Union summits and meetings of the Peace and Security Council. The Office further worked closely with the African Union High-level Implementation Panel on Sudan and South Sudan. In addition, UNOAU facilitated coordination between the African Union and the Special Envoy of the Secretary-General for the Great Lakes Region, as well as his Special Representatives on Sexual Violence in Conflict, on Children and Armed Conflict and for Libya.

10. Further efforts to improve coordination include annual desk-to-desk meetings between the United Nations and the African Union that bring together working-level staff. Since 2010, at the strategic level the Joint Task Force for Peace and Security, comprising the Under-Secretaries-General for Political Affairs, Peacekeeping Operations and Field Support, meets with the African Union Commissioners for Peace and Security and Political Affairs every six months, to provide guidance at the highest levels to the partnership and to identify areas for concerted joint action. UNOAU plays a coordination role in those engagements. Efforts are also under way to strengthen the capacity of the Office in the area of human rights and protection in support of African Union peace support operations. The role of UNOAU has also grown to facilitate and raise awareness on the primacy of politics that underpins any operational engagement in response to a crisis, as well as the need to establish the necessary synergies among the various components of the African Peace and Security Architecture.

11. The Secretariat has conducted several reviews of UNOAU, as described in section III below, which have found that the Office has made significant progress in its advisory and operational support functions with regard to the African Union. Nevertheless, these reviews have also stressed that its political, preventive, good offices and peace consolidation functions require further enhancement to meet the demands of a growing, increasingly complex partnership and to implement a more strategic United Nations-African Union engagement beyond operational/technical support and capacity-building.

12. In short, UNOAU requires strengthening in a number of areas, notably to bolster the coordination and management of the Office, including its advisory and operational role in relation to the African Union and in its political affairs component. The evolving complex peace and security context in Africa and the growing role of the African Union has led to the African Union taking on an increased role in continental peace and security. Experience has shown that more often than not, it is the creative combination of peacekeeping partnerships that makes a difference on the ground, as illustrated in the report of the Secretary-General on partnering for peace: moving towards partnership peacekeeping (S/2015/229). Addressing these challenges is a priority in the evolving African

political and security landscape at a time when the African Union is implementing the new vision articulated in its Agenda 2063 and the African Peace and Security Architecture Roadmap 2016-2020, including sustainable financing and effectiveness of African Union peace support operations.

13. While UNOAU has expanded its support to the African Union to enable the delivery of the goals stated above, the increasing demands which the United Nations-African Union partnership continues to place on the Office necessitate its urgent reinforcement.

B. Coordination with the Secretariat in reinforcing the partnership

14. As joint responses to certain crises delivered positive results, both the United Nations and the African Union expressed the need to move beyond ad hoc and reactive cooperation to a more strategic partnership built on an intensive, ongoing and comprehensive engagement to generate common approaches to shared challenges. In that context, in 2014 UNOAU developed, jointly with the African Union Peace and Security Department, the Joint Framework for an Enhanced Partnership in Peace and Security.

15. In line with the growing institutional collaboration, UNOAU has since 2014 strengthened its capacity to enable regular activities with the African Union Commission, the sharing of analysis, the development of common messages and, where possible, the harmonization of preventive diplomatic actions and mediation efforts. UNOAU has also facilitated regular communication between Headquarters and field missions in Africa, and with the African Union Commission, on strategic questions in order to advance common positions. Cooperation has also grown while addressing new types of threats to international peace and security such as the response to the outbreak of the Ebola virus in West Africa.

16. As outlined in the report of the Secretary-General on the budget for the United Nations Office to the African Union (A/64/762, para. 26), the UNOAU Head of Office reports to the Secretary-General through the Department of Political Affairs, keeping the Department of Peacekeeping Operations and the Department of Field Support informed on daily administrative and management issues. On matters relevant to peacekeeping and field support, the Head of UNOAU reports to the Secretary-General through the respective Under-Secretaries-General. All technical backstopping on peacekeeping support and on political and mediation issues are performed by the Departments of Peacekeeping Operations, Field Support and Political Affairs, respectively. UNOAU maintains direct contact with the relevant offices at Headquarters.

17. By sharing experiences and technical advice, UNOAU and the Department of Political Affairs have supported the African Union in planning and developing the conflict prevention and mediation support capability and structures of the Commission. In his report on cooperation between the United Nations and regional and subregional organizations on mediation (A/70/328), the Secretary-General detailed different models of cooperation and stressed the importance of coherence, coordination and complementarity in mediation engagements and stressed the importance of genuine partnerships between the United Nations and regional and

subregional organizations, including the African Union. In addition, senior African Union mediators participated in the Fifth High-Level Seminar on Gender and Inclusive Mediation Processes, held in Oslo in March 2015, and the Sixth Seminar, held in Helsinki in May 2015.

18. The Department of Peacekeeping Operations sets policy and manages programmes and operations for the United Nations and backstops UNOAU in the peacekeeping partnership with the African Union. UNOAU draws on the policies and experience at Headquarters to support the African Union in the planning and management of African Union peace support operations and facilitates cooperation, transitions and interoperability between the African Union and the United Nations. UNOAU also manages and provides expert support for day-to-day cooperation between the United Nations and the African Union in rule of law and security institutions programming. The exceptional value added by the Office is the contribution of a more nuanced understanding of the circumstances and needs of the African Union in the close day-to-day working relationship with the African Union and key interlocutors. Monthly videoconference meetings are now held between UNOAU and the Departments of Political Affairs, Peacekeeping Operations and Field Support at Headquarters, while Director-level videoconference meetings, bringing together the Secretariat and the African Union Commission, occur on a monthly basis to exchange views on current crises.

19. Cooperation between the United Nations and the African Union on human rights and gender mainstreaming is evolving, with support increasingly being provided to strengthen the capacity of military, police and civilian peacekeepers, emphasizing the centrality of human rights in peace operations. UNOAU continues to work with the Office of the United Nations High Commissioner for Human Rights to enhance human rights mechanisms in African Union peace and security operations generally and in Somalia specifically.

20. The UNOAU Support Section also provides support to the Office of the Special Envoy for the Sudan and South Sudan (8 personnel); the Joint Support Coordination Mechanism of the African Union-United Nations Hybrid Operation in Darfur (UNAMID) (11 personnel); a small United Nations Interim Security Force for Abyei (UNISFA) presence (1 staff member) and one Department of Political Affairs Electoral Officer at the D-1 level, co-located with UNOAU. Furthermore, UNOAU processes frequent aircraft clearances for the United Nations Support Office for Somalia (UNSOS) and receives a high volume of visits from Headquarters and various field missions throughout the year. UNOAU is utilizing the administrative and support services of the Economic Commission for Africa (ECA), including co-location at premises and the provision of certain common services.

III. Findings of the joint assessments and reviews

21. In July 2013, the Department of Political Affairs, the Department of Peacekeeping Operations and the Department of Field Support conducted a joint strategic review of UNOAU that highlighted the progress made by the Office to enhance the strategic partnership between the United Nations and the African Union. It identified the contribution provided to the planning and management of the African Union peace support operations and to the African Standby Force, a key

pillar of the African Peace and Security Architecture. The review also acknowledged the improved collaboration between the Security Council and the African Union Peace and Security Council, another pillar of the African Peace and Security Architecture. Among the shortcomings noted in supporting other aspects of the Architecture were the importance of delivering a more sustained political engagement across all stages of conflict through collaborative analysis and assessment; early warning, preventive diplomacy and good offices; and the development and implementation of joint political strategies for ongoing conflicts. The joint strategic review also drew attention to the need for greater cooperation in good offices in the areas of Eastern and Southern Africa where there are no United Nations special political missions. Increased engagement by UNOAU with a wider range of partners would be undertaken in close coordination with Headquarters and United Nations field missions in Africa. The review concluded that, to fulfil its expanded role, the Office needed to be strengthened in a number of areas, including expanding and strengthening its political affairs component.

22. As a follow-up to the joint strategic review in 2013, a civilian staffing review was deployed to UNOAU in 2015. The civilian staffing review observed that the African Union had assumed an increased role in continental peace and security and that UNOAU needed to expand its support to the African Union's efforts. As identified during the joint strategic review, the structure of UNOAU, particularly the need for a stronger political affairs component, hampered the effective delivery of the political aspect of the Office's core mandate. The review highlighted the need to align the Office's structure and resources to strengthen the strategic partnership of the United Nations and the African Union and to better align short-term demands to longer-term priorities. This view was reinforced by officials of the African Union Commission and key bilateral partners. The civilian staffing review also emphasized a number of strategic priorities for UNOAU, focusing on strengthening political cooperation and institutional and operational partnership with the African Union.

23. In 2015, the High-level Independent Panel on Peace Operations in its report (see A/70/95-S/2015/446) called for deepening the United Nations-African Union partnership and proposed that the United Nations should take the decisive step to invest in and commit to the African Union as a partner in addressing shared concerns. The Panel also reiterated the principles of early engagement, ongoing consultation, common understanding of conflicts, joint planning and an integrated approach throughout the conflict cycle. The Panel recognized the need for predictable financing for African Union peace support operations but also highlighted the centrality of politics in preventing, managing and resolving conflict. The Panel further emphasized the need for a partnership to be grounded in a clear division of labour based on respective comparative advantages, transparency, accountability and respect for international norms and standards.

24. Following the call of the High-level Independent Panel on Peace Operations and building upon the report of the Secretary-General entitled "The future of United Nations peace operations: implementation of the recommendations of the High-level Independent Panel on Peace Operations" (A/70/357-S/2015/682), the Secretary-General established a working group in 2016, composed of the Department of Peacekeeping Operations, the Department of Field Support, the Department of Political Affairs and UNOAU to support the joint African Union-United Nations

review of available mechanisms to finance and support African Union peace operations. The review was jointly led and completed by the Secretariats of both organizations in August 2016. The findings of the working group were shared in a letter dated 22 September 2016 from the Secretary-General to the Presidents of the General Assembly and the Security Council (A/71/410-S/2016/809). UNOAU and the Secretariat would facilitate those discussions.

25. During the reviews cited above, interlocutors have consistently emphasized the need to move towards a more strategic and predictable United Nations-African Union partnership, including greater political convergence and operational cohesion. In addition, the interlocutors advised the African Union to articulate its capacity-building requirements and develop a plan in line with its capacity to absorb assistance. Furthermore, most interlocutors noted with appreciation the findings and recommendations contained in the letter dated 2 January 2015 from the Secretary-General addressed to the President of the Security Council (S/2015/3) on the transitions from the African Union to United Nations operations in Mali and the Central African Republic, and cited them as a practical bedrock of United Nations-African Union partnership for future peace operations.

26. Notwithstanding the above, more could be done to leverage the capacities within the United Nations to maximize expertise and ensure a more unified support to the African Union. As the responsibilities of UNOAU in support of the African Union-United Nations partnership grow in volume and in complexity, UNOAU requires proper internal management, liaison and coordination, including with Headquarters, and an integrated and coherent functioning of the Office across all components in support of its political and operational pillars.

A. Strengthening political partnership

27. Strengthening the political partnership between the United Nations and the African Union is critical for coherent, coordinated and effective responses in the area of peace and security. The Security Council, the General Assembly and the African Union have repeatedly called for a strengthened strategic partnership between the United Nations, the African Union and the subregional economic communities and regional mechanisms in Africa, in accordance with Chapter VIII of the Charter of the United Nations. In his report on the future of United Nations peace operations: implementation of the recommendations of the High-level Independent Panel on Peace Operations, the Secretary-General noted that significant progress had been made in institutionalizing United Nations cooperation with regional organizations, including the African Union.

28. UNOAU is at the forefront of efforts to build a strong political alliance between the African Union and the United Nations across all stages of the conflict cycle, from prevention to peacekeeping and peacebuilding. Political engagement that is comprehensive and sustained is the basis for a more effective strategic partnership between the African Union and the United Nations. This political engagement entails continuous information-sharing, joint analysis and monitoring as the basis for building a common understanding, early warning and possible joint action in conflict prevention and conflict resolution and management. As such, the political priorities of the Office should be geared towards strengthening strategic

coherence, coordination and partnership throughout the conflict cycle with the African Union and the regional economic communities/regional mechanisms.

29. UNOAU is uniquely positioned to fulfil this responsibility, working closely with the African Union and Headquarters. The Office therefore works to facilitate a shared understanding within the United Nations and the African Union of the root causes and drivers of conflict and joint analysis, as well as helps enhance strategic coherence and facilitate convergence in decision-making, including between the Security Council and the African Union Peace and Security Council. More specifically, through its continuous political engagement, the Office's added value is to help both organizations reach a unified vision ahead of the adoption of African Union Peace and Security Council communiqués and Security Council resolutions, including on mandates of African Union peace and security operations and possible subsequent United Nations peacekeeping missions, and to more generally bring the African Union-United Nations peacekeeping partnership to a higher level of cooperation and predictability, including on aspects of rule of law and security institutions. In order to do this, UNOAU must be able to keep the African Union well informed at all levels about United Nations positions and concerns.

30. UNOAU, in coordination with Headquarters and relevant United Nations presences in Africa, also provides strategic messaging to the African Union on the United Nations political narrative around individual conflicts and broad issues of peace and security, attempts to resolve differences and works to ensure that United Nations positions are understood and considered by African Union decision makers. As such, UNOAU contributes to influencing the African Union's political leverage in conflict prevention, mediation and peacekeeping. The primary responsibilities of the Office are to remain focused on the work of the African Union and its partners in Addis Ababa. Also, where and when needed, the Office continues to leverage United Nations expertise on important thematic issues to enhance African Union capacity and the comparative advantages of the broader United Nations system, including in the areas of protection of civilians, gender, women and children in armed conflict, sexual violence in conflict, democracy and governance, and human rights.

31. The Office will continue to play a significant role in facilitating the work of joint United Nations-African Union coordination mechanisms, as well as liaising with relevant special political missions and peacekeeping operations deployed on the continent, to enhance the overall United Nations partnership with the African Union with a view to the implementation of the African Peace and Security Architecture, bringing together the African Union and the regional economic communities/regional mechanisms. Consistent with the conclusions of the lessons-learned exercise for the transitions of African Union peace support operations to United Nations peacekeeping operations in Mali and the Central African Republic and the recommendations of the 2013 joint strategic review, UNOAU will from within its capabilities also coordinate joint United Nations-African Union political and security assessments of pre-electoral environments and other vulnerable situations.

32. An important component of the mandate of the Special Representative of the Secretary-General to the African Union is undertaking good offices in Eastern and Southern Africa, when called upon by the Secretary-General to do so. UNOAU will continue to support this role, in consultation with Headquarters and other United Nations entities in Africa.

33. UNOAU has an increasing role in engagement with the African Union at all stages of a crisis/conflict and a more complex interaction with interlocutors in Addis Ababa, including the African Union Commission, the African Union Peace and Security Council, regional economic communities/regional mechanisms and international partners interested in peace and security in Africa, as well as other United Nations entities. Owing to constraints in its political capacity, UNOAU has been challenged in meeting the growing demands in conflict prevention, management and resolution and, specifically, the political aspects of the various components of the African Peace and Security Architecture. Its political, preventive, good offices and peace consolidation functions require further resources to meet the demands of a growing, increasingly complex partnership and to implement a more strategic United Nations-African Union engagement. In addition, there are increased demands for structured political engagement and technical support for human rights and gender mainstreaming in African Union peace support operations.

B. Enhancing operational partnership

34. A major factor in the effectiveness of the international response to crises in Africa is the ability to develop, adapt and use different tools offered by the United Nations, the African Union and the regional economic communities/regional mechanisms, on the basis of their comparative value. As such, the capacity and the capability of the Office should be geared towards increasing operational synergies and providing strategic support in addressing ongoing conflict in Africa.

35. In order to implement this objective, UNOAU continues to support the African Union and the regional economic communities/regional mechanisms in their efforts to reach full operational capability of the African Standby Force and its Rapid Deployment Capability, including the capacity of African Union headquarters to plan, deploy and sustain such operations, in line with the joint United Nations-African Union workplan on the operationalization of the African Standby Force and the Maputo strategic workplan on the African Standby Force (2016-2020). Once fully operational and harmonized, the African Standby Force should make an important contribution to addressing the African Union's needs in terms of managing conflicts and any rapid deployment shortcomings, when the need arises. It will allow United Nations engagement to focus more on sustained multifunctional support to the entire peacebuilding process in the medium to long term and contribute to a more integrated concept of peacekeeping in Africa.

36. As such, UNOAU is required to provide greater coherence and a higher level of advice to African Union peace support operations in addition to a higher level of strategic and mission management responsibilities, including for operational tasking and guidance, resource allocation, recruitment and quality control. The Office is required to engage with senior African Union officials, including commissioners, and regional economic communities/regional mechanisms as well as representatives of Member States in Addis Ababa, and to help translate operational outputs into informed strategic decision-making.

37. The success of African Union peace operations also depends on adherence to humanitarian principles and human rights standards and a zero-tolerance policy for sexual exploitation and abuse committed by troop- and police-contributing

countries. As such, UNOAU would continue to function as a conduit for United Nations policies, standards and best practices, taking due cognizance of the realities and needs of the African Union while sourcing supplementary technical expertise from relevant United Nations entities, including Headquarters, as required.

38. UNOAU efforts on enhancing the African Union operational, planning and coordination capabilities from an early stage must also continue. Where support is required in particular areas to enable operational planning and mission support, UNOAU provides such support on behalf of the United Nations. Future planning for transitions supported by UNOAU would take into consideration possible roles of the African Union and regional economic communities/regional mechanisms. In addition, UNOAU, in close coordination with Headquarters, is leading the development of a toolbox that would include guidance and standards for the conduct of future transitions from African Union peace support operations to United Nations peacekeeping operations.

39. UNOAU also supports the various United Nations entities in Africa to enhance cooperation with the African Union and harmonize positions and actions by leveraging its capacity in support of the collaborative efforts between the regional United Nations entities and the African Union where such capacities are not available with the United Nations regional offices, especially on operational planning-related issues. This includes the ongoing collaboration between UNOAU and the United Nations Regional Office for Central Africa (UNOCA) in support of the United Nations and African Union strategies in the elimination of the continued threat posed by the Lord's Resistance Army. Similar collaborations took place in the planning for the deployment of the African-led International Support Mission in Mali (replaced by the United Nations Multidimensional Integrated Stabilization Mission in Mali), the African-led International Support Mission to the Central African Republic and the Multinational Joint Task Force on Boko Haram.

40. UNOAU will continue, through the African Union, to enhance the capabilities of African troop- and police-contributing countries to address crises and plays a pivotal role in facilitating the engagement of the Office of Military Affairs and the Police Division, both in the Department of Peacekeeping Operations, in joint force/police generation and predeployment visits by the African Union and the United Nations, and in joint outreach efforts to potential troop- and police-contributing countries to enhance coherence and coordination, including with key bilateral donors. In addition, UNOAU continues to contribute to the coherence of the United Nations and the African Union standards, in particular with regard to training and equipment, and to developing guidelines with the African Union that would help to assess the effectiveness and equipment of the troop- and police-contributing countries in a given context. UNOAU would also support the African Union in enhancing its capacity for the safety and security of its staff and assets at both African Union headquarters and its field missions through the provision of expert technical advice in the development of an African Union security management system. Improving coordination with the various African peacekeeping training initiatives, including the incorporation of human rights, gender mainstreaming and international humanitarian law, remains a priority.

41. UNOAU will provide technical advice and policy guidance to support the African Union in strengthening and developing its rule of law and security

institutions and to ensure synergy at all stages of the conflict cycle. The capacity of UNOAU to support the harmonization and the operationalization of the African Union and the United Nations approaches regarding disarmament, demobilization and reintegration, mine action, police and security sector reform would continue to help build the long-term political and operational objectives of the African Union. Strategic advice to the African Union would continue to be required to ensure that mine action and the mitigation of explosive hazards remain on the agenda of the African Union. UNOAU would also continue to support the African Union Commission and the African Union troop- and police-contributing countries by providing technical assistance, advice and training on these matters.

IV. Restructuring of the United Nations Office to the African Union

A. Current structure and staffing of the Office

42. Sixty posts are currently authorized for UNOAU, consisting of 6 posts provided under the approved programme budget for the biennium 2016-2017 and 54 posts approved under the support account for peacekeeping operations for the 2016/17 period, as well as one Human Rights Officer position embedded in the Office, approved by the General Assembly in resolution 70/287. The current organizational structure is led by the Special Representative of the Secretary-General as Head of Office (Under-Secretary-General), supported by the Chief of Staff (D-2 level), who has responsibilities as Deputy Head of Office, a Political Affairs Section, an Operational Planning and Advisory Section, an Administrative Planning and Advisory Section and a Support Section.

43. The Office of the Special Representative of the Secretary-General comprises three posts (1 Under-Secretary-General, 1 P-4 and 1 national General Service), each of which is approved under the programme budget for the 2016-2017 biennium. The Special Representative is responsible for leading the United Nations support to the African Union in the area of peace and security and represents the Secretary-General in Addis Ababa in that regard. Under the leadership and guidance of the Special Representative as Head of UNOAU, the Office liaises with the African Union and with other partners in Addis Ababa and provides both short-term support to ongoing African Union operations and long-term capacity-building support in peacekeeping.

44. The Special Representative of the Secretary-General works closely with the senior leadership of the African Union Commission including, as necessary, with the Chair, the Deputy Chair and commissioners, as well as with members of the African Union Peace and Security Council. The Special Representative also engages with capacity-building partners at the highest level, assumes responsibility for implementing a coordinated plan for United Nations support across a range of functions, including conflict prevention, operational support and capacity-building support, and coordinates with United Nations peacekeeping missions and political offices on issues related to the provision of support to the African Union.

45. The Office of the Chief of Staff comprises six posts, of which two posts (1 D-2 and 1 national General Service) are approved under the programme budget for the biennium 2016-2017 and four posts (1 P-3, 2 Field Service and 1 national General Service) are approved under the support account for peacekeeping operations for the 2016/17 period. Reporting to the Head of Office as well as acting as the Deputy, the Chief of Staff is responsible for ensuring the integrated and coherent functioning of the Office across all components.

46. A broad array of technical advice is provided through the three substantive sections of UNOAU and the Chief of Staff serves as the coordinator, to ensure that the support provided to the African Union is effectively integrated and mutually reinforcing. To that end, the Chief of Staff oversees the core mechanisms and processes that enable the delivery of the Office's mandate, in particular planning, policy coordination, senior-level decision-making and information management. The Chief of Staff also oversees the support elements of the Office.

47. The Political Affairs Section comprises seven posts, with one post (1 P-5) approved under the programme budget for the current biennium and the remaining six posts (5 P-4 and 1 national General Service) approved under the support account for peacekeeping operations for the 2016/17 period. The main responsibility of the Section is to liaise with the African Union and to strengthen cooperation between the African Union and the United Nations in the area of peace and security, as well as to provide technical advice and support to the African Union in the areas of mediation, good offices and conflict prevention, elections, disarmament, demobilization and reintegration, and public information.

48. The Operational Planning and Advisory Section comprises 10 posts (1 P-5, 8 P-4 and 1 national General Service), all of which are approved under the support account for peacekeeping operations for the 2016/17 period. The main responsibility of the Section is to strengthen cooperation between the African Union and the United Nations in peace and security through the provision of technical advice and support to the African Union in the areas of peacekeeping, military and police operations, mine action and security-related matters.

49. The Administrative Planning and Advisory Section comprises eight posts (1 P-5, 6 P-4 and 1 national General Service) all of which are approved under the support account for peacekeeping operations for the 2016/17 period. The main responsibility of the Section is to provide technical advice and support to the African Union Commission in the development of its institutional and operational capacity in the areas of mission-related administration, information technology, communications, training, logistics and contingent-owned equipment. The Section is responsible for advising, assisting and liaising with African Union counterparts regarding ongoing and future peace support operations and requirements in support of the African Peace and Security Architecture, including the African Standby Force. The Section also liaises closely with other partners, in particular with UNSOS, in order to ensure that United Nations logistics support is effectively received by the African Union Military Observer Mission in Somalia (AMISOM).

50. The Support Section comprises 26 posts (1 P-4, 2 P-3, 8 Field Service and 15 national General Service), all of which are approved under the support account for peacekeeping operations for the 2016/17 period. The Support Section provides

administrative, logistical and technical support for the functioning of the Office and the Joint Support and Coordination Mechanism and for the execution of the Office's mandate.

51. An analysis of the established staffing complement of UNOAU, by post and source of funding, is set out in table 1 below and is depicted diagrammatically in the organization chart set out in annex I to the present report.

Table 1

Approved human resources under the programme budget for the 2016-2017 biennium and the support account for peacekeeping operations for the 2016/17 period

		Professional and higher								*General Service and related*			
Structure	*Resources*	*USG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	***Subtotal***	*National Professional Officer*	*Field Service*	*National General Service*	***Subtotal***	***Total***
Office of the Special Representative of the Secretary-General	Regular (programme) budget	1	–	–	–	1	–	**2**	–	–	1	**1**	**3**
Office of the Chief of Staff	Regular (programme) budget	–	1	–	–	–	–	**1**	–	–	1	**1**	**2**
Political Affairs Section	Regular (programme) budget	–	–	–	1	–	–	**1**	–	–	–	**–**	**1**
Subtotal		**1**	**1**	**–**	**1**	**1**	**–**	**4**	**–**	**–**	**2**	**2**	**6**
Office of the Chief of Staff	Support account for peacekeeping operations	–	–	–	–	–	1	**1**	–	2	1	**3**	**4**
Political Affairs Section	Support account for peacekeeping operations	–	–	–	–	5	–	**5**	–	–	1	**1**	**6**
Operational Planning and Advisory Section	Support account for peacekeeping operations	–	–	–	1	8	–	**9**	–	–	1	**1**	**10**
Administrative Planning and Advisory Section	Support account for peacekeeping operations	–	–	–	1	6	–	**7**	–	–	1	**1**	**8**
Support Section	Support account for peacekeeping operations	–	–	–	–	1	2	**3**	–	8	15	**23**	**26**
Subtotal		**–**	**–**	**–**	**2**	**20**	**3**	**25**	**–**	**10**	**19**	**29**	**54**
Total		**1**	**1**	**–**	**3**	**21**	**3**	**29**	**–**	**10**	**21**	**31**	**60**

Challenges

52. The principal challenges facing UNOAU under the current organizational structure are threefold. Firstly, the present Chief of Staff, who also acts as a deputy to the Head of Office, is responsible for an extensive portfolio of responsibilities which has evolved incrementally over the years since the post was established, with

the joint functional duties, in 2010. It will also be recalled that in 2015, the post of Head of Office was reclassified from the Assistant Secretary-General to the Under-Secretary-General level in the context of the programme budget for the 2016-2017 biennium, reflecting the increasing complexity of the Office's responsibilities. Similarly, owing to the heavy workload of the two functions of the Chief of Staff, the present demands prove to be a challenge to an effective delivery on both fronts. Secondly, the Political Affairs Section requires strengthening, while the Administrative Planning and Advisory Section and the Operational Planning and Advisory Section lack a strategic leadership management that would bring the two operational sections under a clear, coherent vision and a single umbrella of oversight. Furthermore, capacity within UNOAU is insufficiently focused to engage adequately and at the appropriate level with the African Union Commission to ensure that all operational activities are underpinned by a political imperative. Thirdly, there is a lack of visibility of UNOAU and insufficient engagement on joint communication strategies with the African Union. The proposed new organizational structure of UNOAU is designed to address these needs. The relocation of the Office to the ECA compound in 2013 and other support service efficiencies, such as the reduced vehicle fleet, have created capacity that can be realigned to meet the immediate needs, allowing the proposed new strengthening of capacities to be met largely through the reprioritization of existing resources.

B. Proposed structure of the Office

53. The objective of the proposed restructuring is to enhance and inform strategic-level political and operational engagement with the African Union and its partners on peace and security issues in Africa through a more streamlined and strengthened UNOAU organizational structure. It will also enable the Office to better report to and coordinate with Headquarters and other United Nations system entities; secure sufficient flexibility to meet increasing demands of the partnership; and better respond to increased demands of multiple interlocutors.

54. The following strategic priorities of UNOAU guide the proposed restructuring of the Office:

(a) Strengthen strategic coherence with the African Union and its regional economic communities/regional mechanisms throughout the conflict cycle;

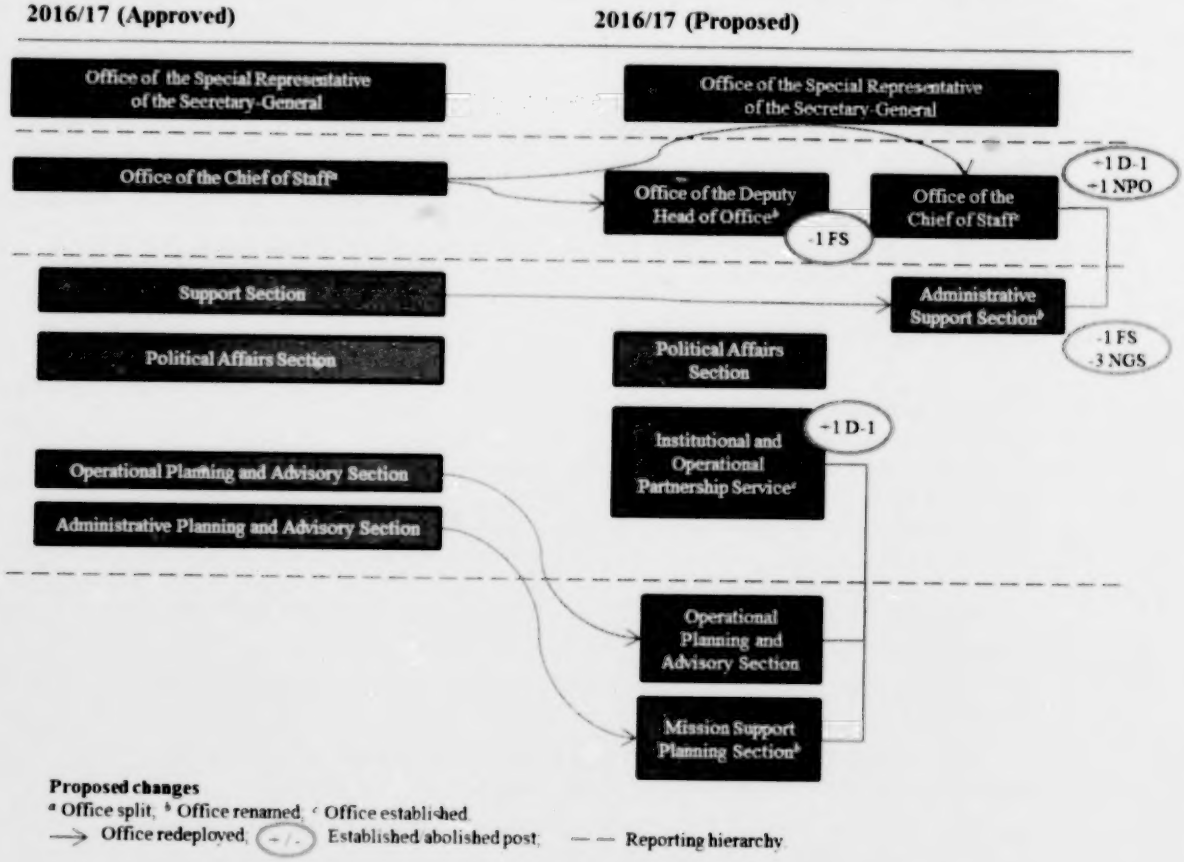
(b) Strengthen strategic coordination and partnership with United Nations entities and other partners throughout the conflict cycle;

(c) Increase operational synergies and provide support in addressing ongoing conflict in Africa.

55. The proposed revised structure of the Office comprises the Office of the Special Representative of the Secretary-General; a newly established Office of the Deputy Head of Office; a new Office of the Chief of Staff overseeing the Administrative Support Section; the Political Affairs Section; and the establishment of the post of Head of the Institutional and Operational Partnership Service to lead the Operational Planning and Advisory Section and the Mission Support Planning Section.

56. The proposed revised structure for UNOAU, with effect from 1 January 2017, is depicted in an organization chart set out in annex II to the present report. A summary of the changes to the organizational structure and the establishment and abolishment of posts is provided diagrammatically, at the section level, in the figure below.

Proposed revisions to the UNOAU structure and net establishment/abolishment of posts, by section


2016/17 (Approved)
2016/17 (Proposed)
Office of the Special Representative of the Secretary-General
Office of the Chief of Staff[a]
Support Section
Political Affairs Section
Operational Planning and Advisory Section
Administrative Planning and Advisory Section
Office of the Special Representative of the Secretary-General
Office of the Deputy Head of Office[b]
-1 FS
Office of the Chief of Staff[a]
+1 D-1
+1 NPO
Administrative Support Section[b]
-1 FS
-3 NGS
Political Affairs Section
Institutional and Operational Partnership Service[c]
+1 D-1
Operational Planning and Advisory Section
Mission Support Planning Section[b]
Proposed changes
[a] Office split, [b] Office renamed, [c] Office established
Office redeployed, (+/-) Established/abolished post, Reporting hierarchy

57. The Office will continue to report to the three Under-Secretaries-General for Peacekeeping Operations, Field Support and Political Affairs. This revised structure integrates the political, operational and support functions of the Office, allowing the Office to broaden its range of specialized technical expertise by utilizing multifunctional posts and engage with the African Union at a more strategic level. The focus of the Office will be consolidated in the two pillars of the Political Affairs Section and the Institutional and Operational Partnership Service, with the latter comprising military and police planning, mine action and safety and security, as well as mission support planning. The strengthened capacity of the Political Affairs Section will enable the Office to work towards harmonized approaches from the early signs of conflict throughout the response phase. Joint United Nations-African

Union analysis on emerging and ongoing crises will contribute to improved early warning and preventive action in peace operations.

58. To better address the African Union's request for institutional capacity and human resource development across all disciplines, the post of Training Officer (P-4) would be redeployed from the Mission Support Planning Section (currently, Administrative Planning and Advisory Section) to the Office of the Deputy Head of Office, and UNOAU would leverage the capacities within the United Nations, particularly the United Nations missions in Africa, the United Nations liaison team and the Economic Commission for Africa, to maximize expertise and ensure One United Nations support to the African Union.

59. The reporting lines of the Operational Planning and Advisory Section and the Mission Support Planning Section through the proposed D-1 post will help UNOAU translate operational outputs into strategic decision-making. The proposed structure is necessary to ensure a commensurate level of engagement with, and effective United Nations representation at, the African Union. In addition to the African Union Commission, all 54 African Union member States are represented at ambassadorial level in Addis Ababa. An effective engagement at this strategic level across the breadth of African Union institutions, member States and partners necessarily requires United Nations representation at an appropriate level of seniority.

60. The above is explained in detail in section VI.A of the present report. An analysis of the proposed staffing complement of UNOAU, by post and source of funding, is set out in table 2 below.

Table 2

Proposed human resources under the programme budget for the 2016-2017 biennium and the support account for peacekeeping operations for the 2016/17 period

		Professional and higher							*General Service and related*				
Structure	*Resources*	*USG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	***Subtotal***	*National Professional Officer*	*Field Service*	*National General Service*	***Subtotal***	***Total***	***Net change***
Office of the Special Representative of the Secretary-General	Regular (programme) budget	1	–	–	–	1	–	2	–	–	1	1	3	–
Office of the Deputy Head of Office	Regular (programme) budget	–	1	–	–	–	–	1	–	–	1	1	2	–
Political Affairs Section	Regular (programme) budget	–	–	–	1	–	–	1	–	–	–	–	**1**	–
Subtotal		**1**	**1**	**–**	**1**	**1**	**–**	**4**	**–**	**–**	**2**	**2**	**6**	**–**
Office of the Chief of Staff	Support account for peacekeeping operations	–	–	1	–	2	–	**3**	1	1	2	3	7	7
Administrative Support Section	Support account for peacekeeping operations	–	–	–	–	1	2	**3**	–	7	11	18	**21**	**(5)**

		Professional and higher								General Service and related				
Structure	*Resources*	*USG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	***Subtotal***	*National Professional Officer*	*Field Service*	*National General Service*	***Subtotal***	***Total***	***Net change***
Office of the Deputy Head of Office	Support account for peacekeeping operations	–	–	–	–	1	1	**2**	–	–	–	–	**2**	**(2)**
Political Affairs Section	Support account for peacekeeping operations	–	–	–	–	6	–	**6**	–	–	1	1	**7**	**1**
Institutional and Operational Partnership Service	Support account for peacekeeping operations	–	–	1	–	–	–	**1**	–	–	–	–	**1**	**1**
Operational Planning and Advisory Section	Support account for peacekeeping operations	–	–	–	1	7	–	**8**	–	–	1	1	**9**	**(1)**
Mission Support Planning Section	Support account for peacekeeping operations	–	–	–	1	3	–	**4**	–	–	1	1	**5**	**(3)**
Subtotal		–	–	**2**	**2**	**20**	**3**	**27**	**1**	**8**	**16**	**24**	**52**	**(2)**
Total		**1**	**1**	**2**	**3**	**21**	**3**	**31**	**1**	**8**	**18**	**26**	**58**	**(2)**

V. Relationship of the current proposal to the biennial programme plan and the results-based-budgeting framework for the support account for peacekeeping operations

61. The current proposal relates to programme 2, Political affairs, of the biennial programme plan for the period 2016-2017 (A/69/6/Rev.1) and the results-based-budgeting framework of UNOAU set forth in the report of the Secretary-General on the budget for the support account for peacekeeping operations for the period from 1 July 2016 to 30 June 2017 (A/70/751, paras. 212-217).

62. The proposals set out in the present report do not give rise to any changes in the approved indicators of achievements or outputs for UNOAU.

VI. Administrative and budgetary implications of the proposed restructuring

A. Human resources requirements

Justification of posts

Restructuring of the Office[1]

63. Detailed justifications of the proposed post actions are described below under the heading for each section/office of UNOAU. A detailed organization chart of proposed staffing by section/office of the United Nations Office to the African Union for the period from 1 January to 30 June 2017 is set out in annex III to the present report.

64. The proposed changes to the UNOAU post resources, by post action at each level, are presented in table 3 below. These can also be summarized as follows:

(a) Establishment of three additional posts of 1 D-1 Chief of Staff, 1 D-1 Head of the Institutional and Operational Partnership Service and 1 National Professional Officer Public Information Officer;

(b) Abolishment of five posts, comprising 2 Field Service and 3 national General Service;

(c) Redeployment of four posts, comprising 2 P-4, 1 Field Service and 1 national General Service;

(d) Reassignment of 15 posts, comprising 1 D-2, 1 P-5, 6 P-4, 1 P-3, 2 Field Service and 4 national General Service, in order to better align existing resources to requirements.

Table 3
Human resources requirements, by post action and source of funding

Category	*Approved staffing 2016/17*	*New posts proposed*	*Abolishment*	*Redeployment and reassignment*		*Total revised 2016/17*	*Change*
Programme budget posts							
Under-Secretary-General	1	–	–	–	–	1	–
D-2	1	–	–	(1)	1	1	–
P-5	1	–	–	–	–	1	–
P-4	1	–	–	–	–	1	–
National General Service	2	–	–	–	–	2	–
Subtotal, programme budget posts	**6**	**–**	**–**	**(1)**	**1**	**6**	**–**

[1] See also the organization chart provided in annex II to the present report.

Category	Approved staffing 2016-17	New posts proposed	Abolishment	Redeployment and reassignment		Total revised 2016-17	Change
Support account posts							
D-1	–	2	–	–	–	2	2
P-5	2	–	–	(1)	1	2	–
P-4	20	–	–	(8)	8	20	–
P-3	3	–	–	(1)	1	3	–
Field Service	10	–	(2)	(3)	3	8	(2)
National Professional Officer	–	1	–	–	–	1	1
National General Service	19	–	(3)	(5)	5	16	(3)
Subtotal, support account posts	**54**	**3**	**(5)**	**(18)**	**18**	**52**	**(2)**
Total	**60**	**3**	**(5)**	**(19)**	**19**	**58**	**(2)**

Office of the Special Representative of the Secretary-General

65. The Office of the Special Representative of the Secretary-General comprises three posts: 1 Under-Secretary-General, 1 P-4 Political Affairs Officer/Special Assistant and 1 national General Service Administrative Assistant. The posts are approved under the programme budget for the biennium 2016-2017 and no changes are proposed by the Secretary-General in the present report.

Office of the Deputy Head of Office (currently Office of the Chief of Staff)

Table 4

Proposed human resources for the Office of the Deputy Head of Office

	Change	Level	Functional title	Post action	From/To
Posts	+1	D-2	Deputy Head of Office	Reassignment	Within the office
	-1	D-2	Chief of Staff		
	+1	P-3	Reporting Officer		
	-1	P-3	Security Officer		
	+1	P-4	Training Officer	Redeployment	From Mission Support Planning Section (currently Administrative Planning and Advisory Section)
	-1	Field Service	Administrative Assistant	Redeployment	To proposed new Office of the Chief of Staff
	-1	National General Service	Security Assistant		
	-1	Field Service	Security Officer	Abolishment	
Total	**-2**				

66. It is proposed that the present post of Chief of Staff at the D-2 level (approved under the programme budget) be reassigned as the Deputy Head of Office.

Concurrently, it is proposed that the current Office of the Chief of Staff be redesignated as the Office of the Deputy Head of Office. The proposed new Office would comprise four posts: 1 D-2 Deputy Head of Office and 1 national General Service Administrative Assistant (approved under the programme budget) and 1 P-4 Training Officer and 1 P-3 Reporting Officer (approved under the support account for peacekeeping operations).

67. It is proposed that the functions of the existing D-2 post, encompassing the duties of Chief of Staff and acting as Deputy to the Head of Office, be revised and that the post be reassigned as Deputy Head of Office. Since 2010, when UNOAU was established, the functions of the D-2 Chief of Staff have included deputizing responsibilities. Over the past years, these joint functions have become constrained and suffered from selective implementation of the tasked responsibilities because the United Nations-African Union partnership has grown in scale and in complexity. The strategic review of UNOAU in 2013 and the civilian staffing review in 2015 recommended separating the two functions to ensure that the management of the Office is enhanced, on the one hand, and, on the other, that the strategic-level engagement with the African Union and its member States is given due time and engagement.

68. Under the guidance of the Head of Office and the immediate supervision of the D-2 Deputy Head of Office, the work of the two main partnership pillars (political affairs and institutional and operational partnership) of UNOAU will be enhanced. Released from daily management and internal coordination responsibilities, the proposed Deputy Head of Office would be better able to support the Special Representative of the Secretary-General in political engagement with the African Union and provide guidance to the political officers and planners who work with the African Union on political, institutional and operational issues.

69. As noted above, it is proposed to redeploy the P-4 Training Officer to the Office of the Deputy as training coordination cuts across the programmes and activities of the two main pillars of UNOAU; the Training Officer will therefore be able to provide support to the African Union on both political and operational needs, as advised by the Political Affairs Section and the Institutional and Operational Partnership Service. This will strengthen the United Nations-African Union partnership on ongoing and future African-led peace operations, especially on issues related to African Union-United Nations training activities, including the incorporation of human rights and international humanitarian law and of gender mainstreaming into peacekeeping training.

70. The proposed reassignment of the P-3 Security Officer to a P-3 Reporting Officer will provide the Deputy Head of Office with adequate support and coordination in his/her daily activities. Reporting to the Deputy Head of Office, the Reporting Officer will provide and coordinate the substantive support necessary to facilitate effective representation to the African Union, the European Union and United Nations Member States and with United Nations agencies, funds and programmes; facilitate interactions with other components and staff of UNOAU, including drafting or reviewing communications, minutes, reports, cables and other background documents; and ensure the adequate flow of information in and out of the Office of the Deputy Head of Office and the proper management of records.

71. It is proposed to abolish one Field Service Security Officer post as a result of the efficiency gains realized from the relocation of UNOAU to the ECA compound, while it is proposed to redeploy the existing Security Assistant, at the national General Service level, together with the Administrative Assistant, at the Field Service level, to the new Office of the Chief of Staff; this is explained in detail in paragraphs 74 and 77 below.

Office of the Chief of Staff (newly established)

Table 5
Proposed human resources for the Office of the Chief of Staff

	Change	*Level*	*Functional title*	*Post action*	*From/To*
Posts	+1	D-1	Chief of Staff	Establishment	
	+1	P-4	Public Information Officer	Redeployment	From Political Affairs Section
	+1	P-4	Strategic Planning Officer	Reassignment	From Mission Support Planning Section (currently Administrative Planning and Advisory Section)
	+1	Field Service	Administrative Assistant	Redeployment	From Office of Deputy Head of Office (currently Office of the Chief of Staff)
	+1	National Professional Officer	Public Information Officer	Establishment	
	+1	National General Service	Security Assistant	Redeployment	From Office of Deputy Head of Office (currently Office of the Chief of Staff)
	+1	National General Service	Protocol Assistant	Reassignment	From Administrative Support Section (currently Support Section)
Total	+7				

72. The proposed establishment of the new Office of the Chief of Staff will comprise seven posts, as reflected in table 5 above. The posts are approved or proposed under the support account for peacekeeping operations.

73. It is proposed to establish a Chief of Staff post at the D-1 level. The Chief of Staff will be responsible for the internal management and the day-to-day operation of UNOAU, as directed by the Special Representative of the Secretary-General and the Deputy Head of Office. The Chief of Staff will also be responsible for the management, strategic planning and coordination, and implementation of organizational policies and procedures in UNOAU. The Chief of Staff will be responsible for ensuring effective communication and reporting within UNOAU and with Headquarters, including while working closely with the African Union Commission and liaising with other partners. The Chief of Staff will be responsible for public information and security planning and will oversee the Administrative Support Section (see paras. 97-102 below).

74. The redeployment from the Office of the Deputy Head of Office of an Administrative Assistant, at the Field Service level, is proposed to support the Chief of Staff.

75. Reporting to the Chief of Staff, the proposed Strategic Planning Officer, at the P-4 level, will assist the Chief of Staff in the overall management of the office, including in the coordination of the two UNOAU pillars (political affairs and institutional and operational partnership), the African Union Commission, United Nations agencies and ECA. The Strategic Planning Officer will coordinate and analyse draft inputs to the results-based-budgeting framework and monitor implementation progress, highlighting corrective action for senior managers. The Strategic Planning Officer will record policy-related decisions and coordinate UNOAU inputs to reports of the Secretary-General. S/he will facilitate information flow between UNOAU and Headquarters, as well as develop and implement a resource mobilization strategy in line with UNOAU priorities. The strengthening of the Office of the Chief of Staff with strategic planning capacity will consolidate the ability of UNOAU to improve internal coherence in ensuring that the political affairs and institutional and operational partnership pillars are supported to deliver the mandate and are serviced by all the cross-cutting functional areas and administrative functions. This will strengthen the strategic-level coordination with the African Union and other United Nations agencies and ECA on peace and security. It is proposed to reassign the P-4 post from the Mission Support Planning Section.

76. The proposed Public Information team will comprise two officers, at the P-4 and National Professional Officer level, who will be tasked with improving the visibility of the United Nations-African Union partnership on issues of peace and security by providing support to the African Union Commission in terms of United Nations public information best practices and providing strategies and policy advice for African Union peace support operations. It is proposed to redeploy the P-4 Public Information Officer post from the Political Affairs Section. The proposed establishment of the National Professional Officer Public Information Officer will support the P-4 Public Information Officer in developing and implementing UNOAU outreach activities and augment the capacity of the public information office to enhance the Office's visibility with the African Union, Headquarters and missions through media engagement, creation/management of the UNOAU website, updating of the intranet, engagement with social media and production of monthly bulletins. This proposed strengthening of public information staffing results from the increased workload and the need for a renewed focus of public information in the light of the expanding engagement of UNOAU and the imperative for strong visibility.

77. It is also proposed to redeploy a national General Service Security Assistant from the Office of the Deputy Head of Office. The Security Assistant will ensure that UNOAU complies with staff safety and security requirements and coordinates closely with the Department of Safety and Security as well as with host-country security forces when required.

78. The relocation of UNOAU to the ECA compound enabled a number of resource efficiencies in the support services area (see paras. 100-102 below), including medical services, which are now being provided by ECA. As a result, it is possible to reassign a Medical Assistant/Nurse post, at the national General Service level, to the Office of the Chief of Staff as a Protocol Assistant. The proposed Protocol Assistant, at the national General Service level, will service the Office's

protocol requirements, which were previously provided by UNAMID. Protocol services are essential for UNOAU, which provides protocol assistance to the Secretary-General and Under-Secretaries-General for Peacekeeping Operations, Political Affairs and Field Support as well as visiting delegations and officials from Headquarters, in addition to servicing the Special Representative of the Secretary-General and visitors to UNOAU.

Political Affairs Section

Table 6
Proposed changes to human resources within the Political Affairs Section

	Change	*Level*	*Functional title*	*Post action*	*From To*
Posts	+1	P-4	Political Affairs Officer	Reassignment	From Mission Support Planning Section (currently Administrative Planning and Advisory Section)
	+1	P-4	Political Affairs Officer	Reassignment	From Operational Planning and Advisory Section
	-1	P-4	Public Information Officer	Redeployment	To proposed new Office of the Chief of Staff
Total	**+1**				

79. The current Political Affairs Section comprises seven posts: 1 P-5 Senior Political Affairs Officer, 2 P-4 Political Affairs Officers, 1 P-4 Public Information Officer, 1 P-4 Security Sector Reform Officer, 1 P-4 Disarmament, Demobilization and Reintegration Officer, and 1 national General Service Administrative Assistant.

80. In their respective reports, the High-level Independent Panel on Peace Operations (see A/70/95-S/2015/446), the Secretary-General (see A/70/357-S/2015/682) and the Advisory Group of Experts on the Review of the Peacebuilding Architecture (see A/69/968-S/2015/490) recognized the importance of political solutions and strong partnerships with regional organizations in addressing peace and security issues. The continuously evolving partnership with the African Union on issues of peace and security to address threats on the continent calls for the strengthening of the capacity of UNOAU to manage the strategic and operational relationship. UNOAU plays a pivotal role in providing a consistent and structured interface between the United Nations and the African Union, including on key political and operational matters, the development of a common understanding on the root causes of conflict, information on the dynamics on prevention, management and resolution of conflicts, and the positions and interests of member States.

81. The proposed Political Affairs Section will lead this continuous political engagement with African Union organs and member States as well as international partners at both expert and senior levels. This involves information-sharing and monitoring of emerging or ongoing conflict situations. The Section will also strengthen horizon-scanning with the African Union Commission, thereby promoting a common understanding and possible joint early action by the African Union Peace and Security Council and the Security Council. Continuous joint

monitoring and information-sharing between the two organizations and partners are increasing in scope, requiring additional capacity.

82. The Political Affairs Section would continue to be headed by a P-5 Senior Political Affairs Officer, who will strengthen political partnership, foster common understanding on conflict-related issues and oversee the Section.

83. It is proposed to strengthen the Section with two additional Political Affairs Officers, via the reassignment of 1 P-4 Procurement Officer from the existing Administrative Planning and Advisory Section (which is proposed to be renamed Mission Support Planning Section) and 1 P-4 Mission Planning Officer from the Operational Planning and Advisory Section. Furthermore, it is proposed that the existing P-4 Public Information Officer be redeployed to the proposed Office of the Chief of Staff to absorb the described public relationship functions.

84. As a result of the proposed strengthening and streamlining, the Political Affairs Section would strengthen political partnership, support and liaison with Headquarters, the African Union Commission and the regional economic communities/regional mechanisms in their peace and security-related work across the continent, including on thematic issues of concern such as women, peace and security, human rights, counter-terrorism, the African Peace and Security Architecture, African governance architecture and maritime security. The proposed additional capacity will enable UNOAU to meet the increasing demands on the United Nations-African Union partnership while also ensuring continuous engagement with other governmental and non-governmental partners in Addis Ababa and the wider subregion. The political affairs pillar would also support the good offices role of the Special Representative of the Secretary-General.

85. Strengthening the political partnership between the United Nations and the African Union is critical for coherent, coordinated and effective responses in the area of peace and security. The Security Council, the General Assembly and the African Union have repeatedly called for a strengthened strategic partnership between the United Nations, the African Union and the subregional economic communities and regional mechanisms in Africa. UNOAU is at the forefront of efforts to build a strong political partnership between the two organizations across the conflict cycle from prevention to peacekeeping and peacebuilding. This entails continuous information-sharing, joint analysis and monitoring as the basis for building a common understanding, early warning and possible joint action in conflict prevention and conflict resolution and management.

86. The proposed new staffing of the Political Affairs Section would comprise eight posts: 1 P-5 Senior Political Affairs Officer (approved under the programme budget) and 4 P-4 Political Affairs Officers, 1 P-4 Security Sector Reform Officer, 1 P-4 Disarmament, Demobilization and Reintegration Officer and 1 national General Service Administrative Assistant approved under the support account for peacekeeping operations.

Institutional and Operational Partnership Service (newly established)

Table 7

Proposed human resources for the Institutional and Operational Partnership Service

	Change	*Level*	*Functional title*	*Post action*
Posts	+1	D-1	Head of Institutional and Operational Partnership Service	Establishment
Total	**+1**			

87. It is proposed to establish an Institutional and Operational Partnership Service, comprising the Head of the Service, at the D-1 level, who will oversee its two component sections: the Operational Planning and Advisory Section (see paras. 95-96 below) and the proposed new Mission Support Planning Section, which will be created from the existing Administrative Planning and Advisory Section (see paras. 90-94 below). It is proposed that the entirety of the new Institutional and Operational Partnership Service, including its two component sections, will be funded by the support account.

88. The Institutional and Operational Partnership Service will provide technical advice and support to the African Union on military and police operations, mine action, security-related matters and mission support and administrative planning. It will provide technical advice to the African Union in developing its capacity to plan, deploy and manage complex African Union peacekeeping operations. It will also liaise with the African Union Commission in operationalizing the necessary financing mechanisms and support processes for the African Union's peace support operations and their corollary oversight mechanisms. The Service will consolidate United Nations support to the African Union with the operationalization of the African Standby Force and its regional rapid deployment capabilities, including the African Capacity for Immediate Response to Crises.

89. The proposed Head of the Institutional and Operational Partnership Service will engage with senior African Union Commission officials, including commissioners and officials from regional economic communities/regional mechanisms and other regional organizations, as well as ambassadors of member States represented in Addis Ababa. This reflects the fact that the African Union-United Nations partnership continues to grow in scope and complexity. The Head of Service will provide senior-level management, including for operational tasking and guidance, resource allocation, recruitment and quality control, in addition to strategic and mission management responsibilities to the two component sections. The proposed Head of Service will be able to translate operational outputs from the two sections into inputs for strategic decision-making in support of mandate delivery.

Mission Support Planning Section (currently Administrative Planning and Advisory Section)

Table 8
Proposed changes to human resources within the Mission Support Planning Section

	Change	*Level*	*Functional title*	*Post action*	*From/To*
Posts	+1	P-5	Senior Programme Management Officer		
	-1	P-5	Senior Administrative Officer		
	+1	P-4	Programme Management Officer		
	-1	P-4	Information Technology and Communications Officer	Reassignment	Within the section
	+1	P-4	Programme Management Officer		
	-1	P-4	Logistics Officer		
	+1	P-4	Programme Management Officer		
	-1	P-4	Human Resources Officer		
	-1	P-4	Finance Officer	Reassignment	To proposed new Office of the Chief of Staff
	-1	P-4	Training Officer	Redeployment	To Office of Deputy Head of Office (currently Office of the Chief of Staff)
	-1	P-4	Procurement Officer	Reassignment	To Political Affairs Section
Total	**-3**				

90. The present Administrative Planning and Advisory Section comprises eight posts: 1 P-5 Senior Administrative Officer, 1 P-4 Finance Officer, 1 P-4 Training Officer, 1 P-4 Human Resources Officer, 1 P-4 Logistics Officer, 1 P-4 Procurement Officer, 1 P-4 Information Technology and Communications Officer and 1 national General Service Administrative Assistant.

91. The Mission Support Planning Section forms one of two components of the new Institutional and Operational Partnership Service, the other being the Operational Planning and Advisory Section. Its proposed establishment accords with the civilian staffing review of UNOAU undertaken in 2015, which recommended its creation to (a) provide technical and expert support to the African Union Commission in developing its mission support capabilities to strengthen the African Standby Force and the planning and management of AMISOM and any other current operations; (b) facilitate the planning and implementation of smooth transitions between the African Union and the United Nations; and (c) enhance coherence of the United Nations and African Union policies and procedures on mission support issues.

92. It is proposed that the P-5 Senior Administrative Officer post be reassigned as a P-5 Senior Programme Management Officer to lead the section as its Chief. It is also proposed that the P-4 Information Technology and Communications Officer, P-4 Logistics Officer and P-4 Human Resources Officer posts be reassigned as Programme Management Officer posts at the P-4 level. The Officers, in this new multifunctional profile, will have a broader remit to strengthen all areas of support to the African Union in terms of mission support. This will encompass planning, liaison and coordination between the African Union and Headquarters and missions, advising on supply chain management, service delivery, administration, financing and human resources. The Programme Manager Officers will be required to draw across the full range of mission support capabilities in response to the evolving needs of the African Union.

93. The proposed Mission Support Planning Section will rely on multifunctional programme management profiles rather than specialized technical skills. The proposed reprofiling gives rise to staff capacity which can be reassigned and redeployed to strengthen other areas of UNOAU. To this end, it is proposed that 1 P-4 Finance Officer be reassigned as a P-4 Strategic Planning Officer in the new Office of the Chief of Staff and 1 P-4 Procurement Officer be reassigned as a P-4 Political Officer in the Political Affairs Section. The functions of the Procurement Officer and the Finance Officer will be performed by the three reassigned P-4 Programme Management Officers. It is proposed to redeploy 1 P-4 Training Officer to the Office of the Deputy Head of Office where the incumbent will be better placed to coordinate and support African Union capacity in all the areas where UNOAU is engaged.

94. The proposed Mission Support Planning Section, comprising five posts, will serve as an essential link between UNSOS and the African Union on issues of concern involving the African Union, United Nations, UNSOS, AMISOM and the troop-contributing countries.

Operational Planning and Advisory Section

Table 9

Proposed changes to human resources within the Operational Planning and Advisory Section

	Change	*Level*	*Functional title*	*Post action*	*From To*
Posts	-1	P-4	Mission Planning Officer	Reassignment	To Political Affairs Section
Total	**-1**				

95. The Operational Planning and Advisory Section currently comprises 10 posts: 1 P-5 Head of Section; 4 P-4 Mission Planning Officers, each of whom provides advice for military operations in planning, logistics, force generation and medical services; 1 P-4 Mission Planning Officer and 1 Police Adviser providing advice for police planning and reform, respectively; 1 P-4 Mission Planning Officer providing advice on security planning; 1 P-4 Mine Action Officer; and 1 national General Service Administrative Assistant. In addition to the present UNOAU staffing complement, 1 P-3 Human Rights Officer is embedded within this section of UNOAU, as approved by the General Assembly in annex II to its resolution 70/287

under the budget of the Office of the United Nations High Commissioner for Human Rights.

96. Under the proposed restructuring, 1 P-4 Mission Planning Officer (military medical planner) in the military team will be reassigned to the Political Affairs Section as a P-4 Political Affairs Officer. Military medical planning capacity will be provided to UNOAU, when required, through surge mechanisms.

Administrative Support Section (currently the Support Section)

Table 10
Proposed changes to human resources for the Administrative Support Section

	Change	*Level*	*Functional title*	*Post action*	*From/To*
Posts	-1	Field Service	Telecommunications Technician	Abolishment	
	-1	National General Service	Facilities Management Assistant	Abolishment	
	-2	National General Service	General Service Assistants	Abolishment	
	+1	Field Service	Logistics Officer		
	-1	Field Service	Transport Officer		
	+1	Field Service	Human Resources Assistant		
	-1	Field Service	General Service Assistant		
	+1	National General Service	Travel Assistant	Reassignment	Within the section
	-1	National General Service	Telecommunications Assistant		
	+1	National General Service	Finance Assistant		
	-1	National General Service	Telecommunications Assistant		
	+1	National General Service	Human Resources Assistant		
	-1	National General Service	Administrative Assistant		
	-1	National General Service	Medical Assistant/Nurse	Reassignment	To Office of the Chief of Staff
Total	**-5**				

97. The Support Section currently comprises 26 posts: 1 P-4 Administrative Officer, 2 national General Service Administrative Assistants, 1 P-3 Finance and Budget Officer, 1 Field Service Finance and Budget Assistant, 1 P-3 Human Resources Officer, 1 Field Service Communications and Information Technology Officer, 2 Field Service Telecommunications Technicians, 1 national General Service Telecommunications Assistant (Infrastructure), 3 Information System

Assistants (2 Field Service and 1 national General Service), 2 national General Service Telecommunications Assistants (Switchboard Operator/Service Desk), 1 Field Service General Service Assistant, 2 national General Service Assistants, 1 national General Service Facilities Management Assistant, 1 Field Service Transport Officer, 1 national General Service Transport Assistant, 4 national General Service Drivers and 1 national General Service Medical Assistant/Nurse.

98. It is proposed to reduce the overall staffing complement of the section by 5 posts, from 26 to 21 staff.

99. At the inception of UNOAU in 2010, the Support Section comprised 28 posts and was mandated to assist UNOAU operations, the UNAMID Joint Support Coordination Mechanism office in Addis Ababa and the Office of the Commissioner for Peace and Security at the African Union Commission. Over the years, these responsibilities have grown to include full support operations provided to the Office of the Special Envoy of the Secretary-General for the Sudan and South Sudan and a UNISFA staff member in Addis Ababa. On an ad hoc basis, the Section also provides administrative and logistical facilitation to visits by the Secretary-General, the Security Council, the Department of Political Affairs, the Department of Peacekeeping Operations and the Department of Field Support, UNAMID, UNSOS, the United Nations Mission in South Sudan, UNISFA, UNOCA, the United Nations Assistance Mission in Somalia, the Office of the Special Envoy of the Secretary-General for the Great Lakes Region and the United Nations Assistance Mission in Somalia, in addition to all special representatives of the Secretary-General on the continent on official assignment in Addis Ababa.

100. The relocation of UNOAU to the ECA compound resulted in resource efficiencies for general operating costs and services, for example medical services, security, building maintenance and communications. Security and medical services are provided by ECA, building maintenance costs previously incurred by UNOAU are paid to ECA under a cost-sharing arrangement and UNOAU telecommunications are provided by the ECA internet protocol telephony system. Additionally, transportation service needs have reduced in line with the smaller vehicle fleet.

101. As a consequence of the above, it is proposed to abolish 1 post of Field Service Telecommunications Technician and 3 national General Service posts (1 Facilities Management Assistant and 2 General Service Assistants).

102. It is proposed to strengthen other areas under the Administrative Support Section through reassignment, as follows: (a) one Field Service Transport Officer post will no longer be required owing to the decreased workload for the smaller vehicle fleet; it is proposed to reassign the post to a Field Service Logistics Officer post, undertaking transportation and general service functions; (b) it is proposed to reassign two national General Service Telecommunications Assistant posts (Switchboard Operator/Service Desk) to one national General Service Travel Assistant post and one national General Service Finance Assistant post; (c) it is proposed to reassign one Field Service General Service Assistant post and one national General Service Administrative Assistant post to Human Resources Assistant posts, in order to support the P-3 Human Resources Officer in managing the workload of the human resources functions; and (d) it is proposed to reassign

one national General Service Medical Assistant/Nurse post to a national General Service Protocol Assistant post in the proposed Office of the Chief of Staff.

B. Financial implications

103. The current proposals do not have any financial implications for the approved programme budget for the biennium 2016-2017. Changes in financial resource requirements for the proposals contained in the present report in respect of the support account for peacekeeping operations for the 2016/17 period amount to a reduction of $38,900 in post resources (gross of staff assessment). This is illustrated in table 11 below.

Table 11
UNOAU financial resource requirements for the period from 1 July 2016 to 30 June 2017

(Thousands of United States dollars)

Category	*Initial apportionment (2016/17)*	*Changes*	*Revised cost estimates (2016/17)*
Regular budget[a]			
Post resources	957.1	–	957.1
Non-post resources	23.9	–	23.9
Subtotal	**981.0**	**–**	**981.0**
Support account for peacekeeping operations			
Post resources	6 172.4	(38.9)	6 133.5
Non-post resources	1 048.0	–	1 048.0
Subtotal	**7 220.4**	**(38.9)**	**7 181.5**
Total	**8 201.4**	**(38.9)**	**8 162.5**

[a] Amount shown under regular (programme) budget represents the annual cost for the period based upon the approved budget for the biennium 2016-2017, to be comparable with the support account financial period 2016/17 from 1 July 2016 to 30 June 2017.

104. The reduced requirement of $38,900 under the support account budget is attributable to the proposed changes to the staffing establishment effective 1 January 2017. The proposed post changes comprise the abolishment of five posts (2 Field Service and 3 national General Service posts based on vacancy rates for the approved budget for the 2016/17 financial period) offset in part by the establishment of three new posts (2 D-1 and 1 National Professional Officer posts based on the vacancy rate of 50.0 per cent for newly established posts). Actual expenditures for UNOAU will be reported on in the context of the performance report for the support account for peacekeeping operations for the 2016/17 period.

105. All other things being equal, the estimated full-year cost arising from the proposed restructuring for the 2017/18 period for continuing posts would amount to

a net increase of $138,400 as a result of the lower vacancy rate for continuing posts as compared with the vacancy rate for newly established posts.

VII. Actions to be taken by the General Assembly

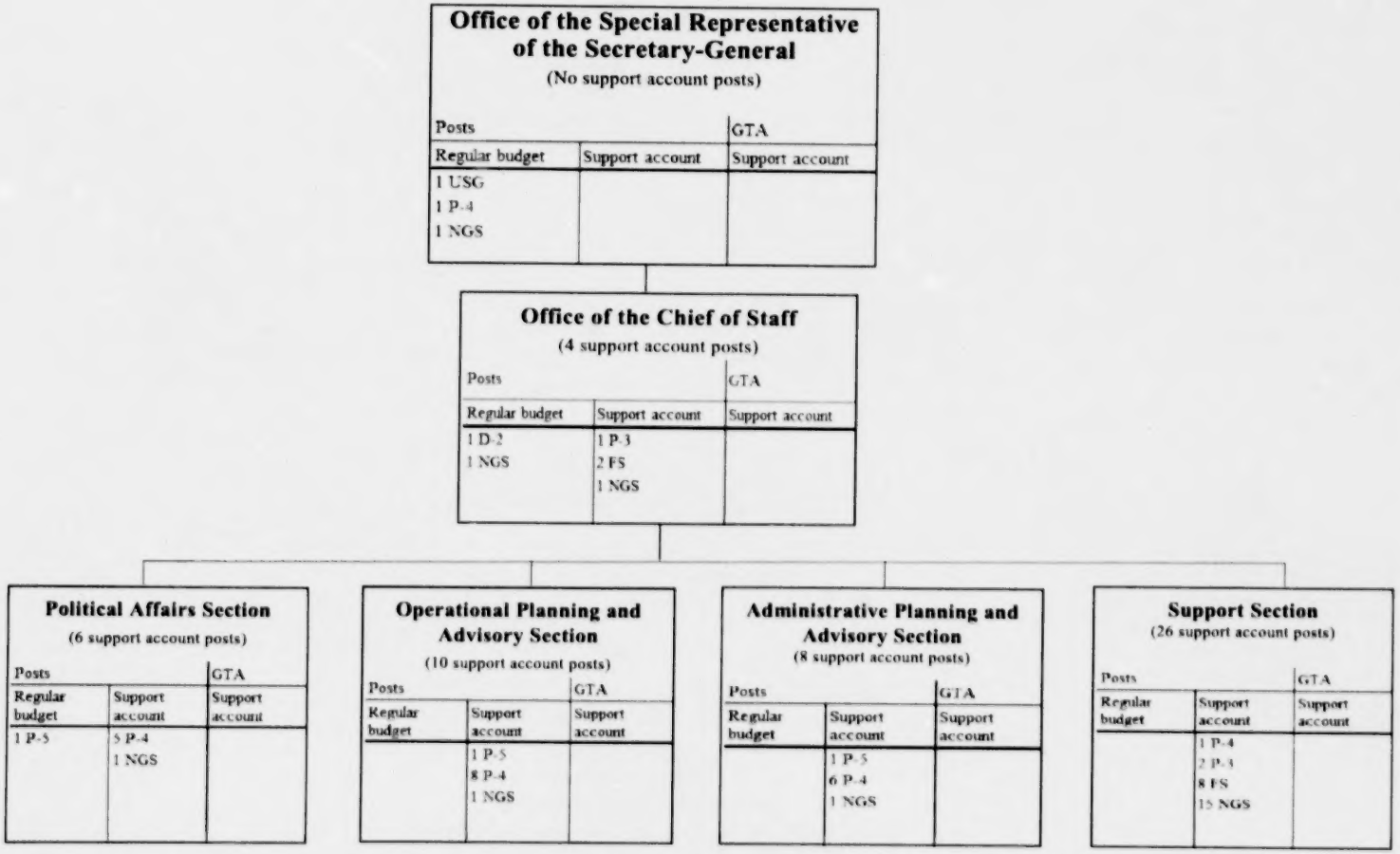
106. **The actions to be taken by the General Assembly are as follows:**

(a) **To approve the proposed restructuring of the United Nations Office to the African Union, set out in paragraphs 53 to 102 of the present report;**

(b) **To approve the establishment of 3 new posts (2 D-1 and 1 National Professional Officer), the abolishment of 5 posts (2 Field Service and 3 national General Service), the redeployment of 4 posts and the reassignment of 14 posts under the support account for peacekeeping operations, effective 1 January 2017, as well as the reassignment of the D-2 post approved under section 3, Political affairs, of the programme budget for the biennium 2016-2017.**

Annex I

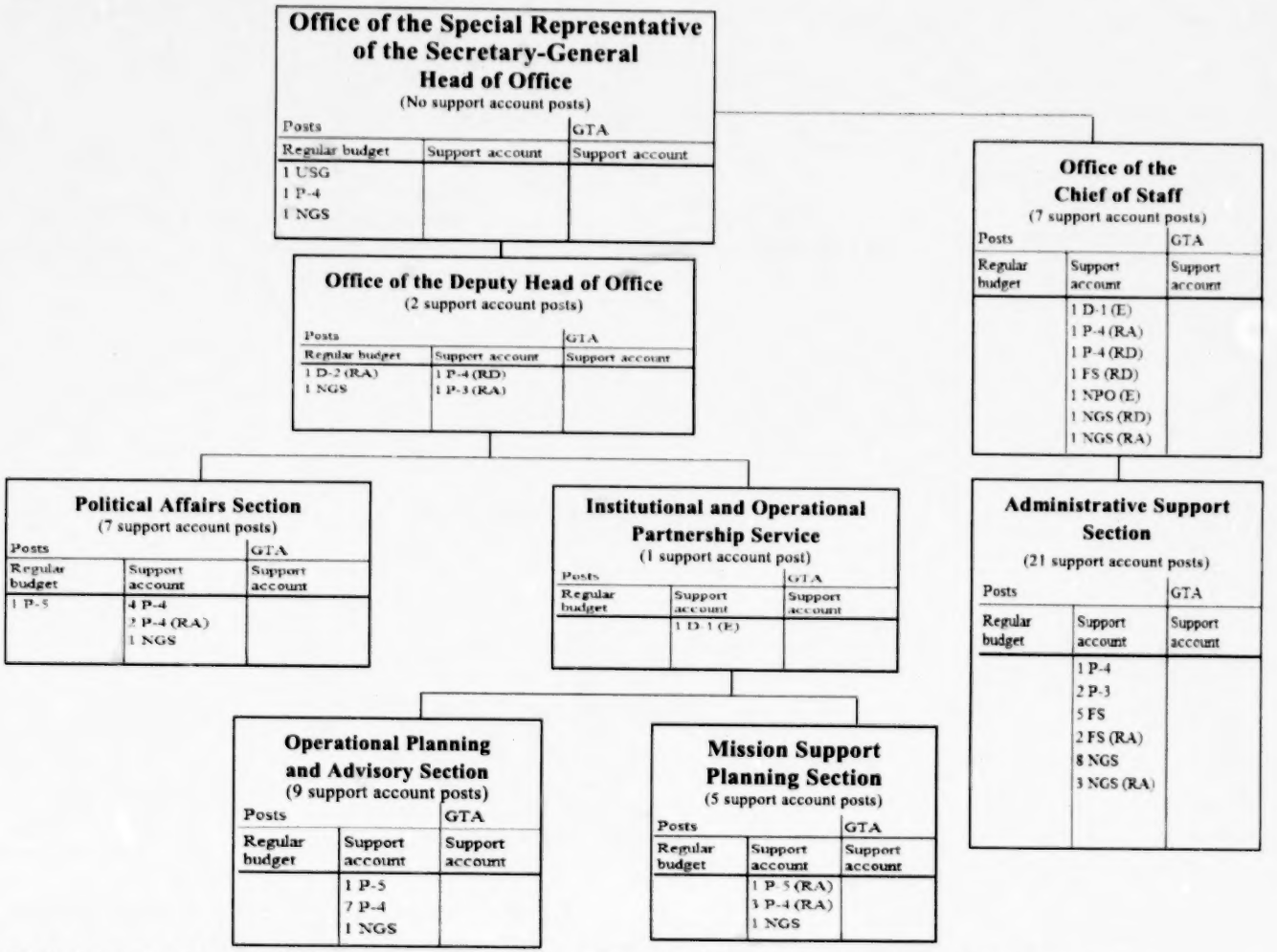
Approved staffing of the United Nations Office to the African Union for the period from 1 July 2016 to 30 June 2017



Abbreviations: FS, Field Service; GTA, general temporary assistance; NGS, national General Service; USG, Under-Secretary-General.

Annex II

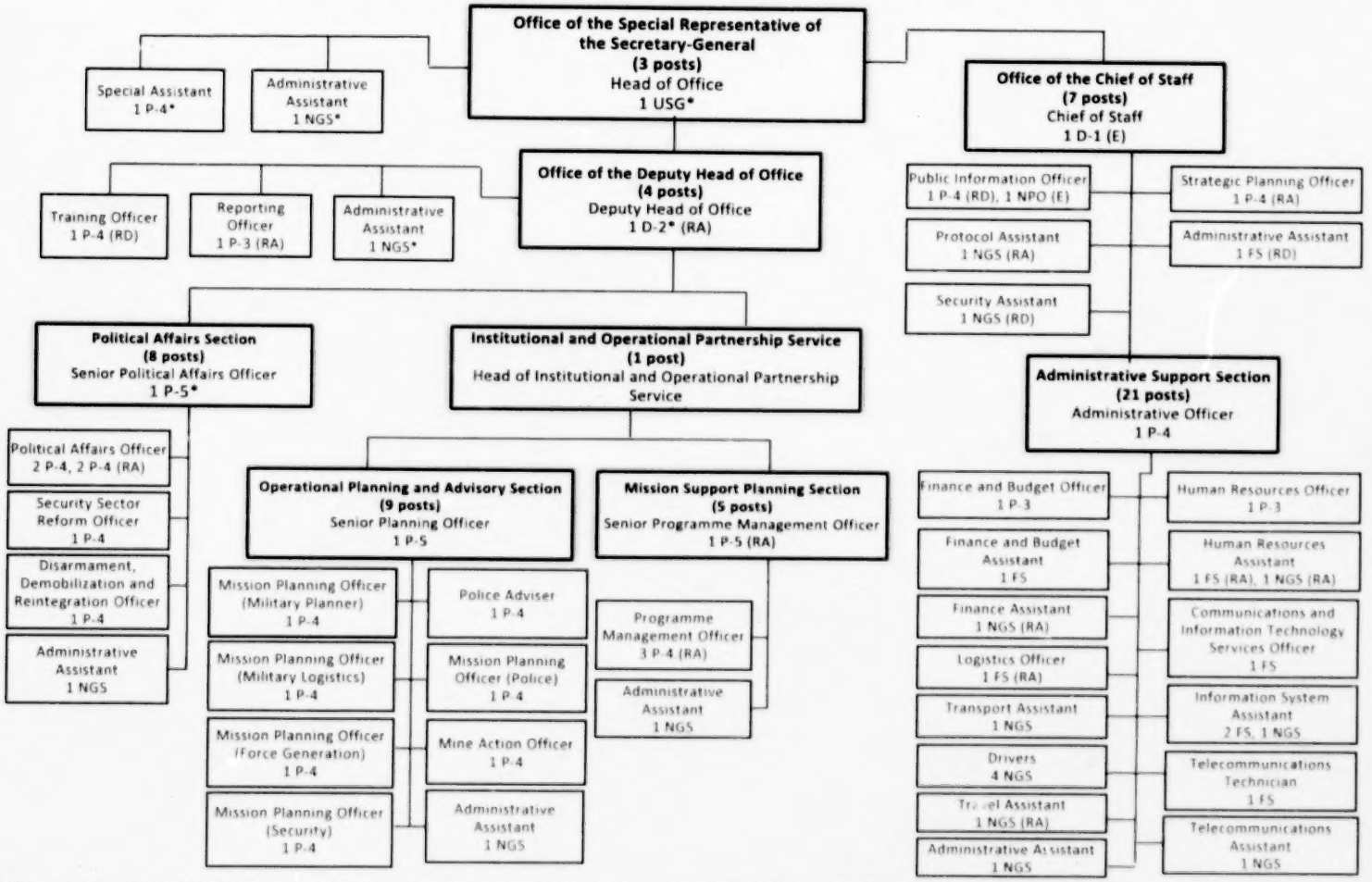
Proposed staffing of the United Nations Office to the African Union for the period from 1 January to 30 June 2017



Abbreviations: E, Establishment; FS, Field Service; GTA, general temporary assistance; NGS, national General Service; NPO, National Professional Officer; RA, Reassignment; RD, Redeployment; USG, Under-Secretary-General.

Annex III

Detailed organization chart of proposed staffing by section/office of the United Nations Office to the African Union for the period from 1 January to 30 June 2017



Abbreviations: E, Establishment; FS, Field Service; NGS, national General Service; NPO, National Professional Officer; RA, Reassignment; RD, Redeployment; USG, Under-Secretary-General.

* Programme budget posts.